

SECRET**ROUTING AND RECORD SHEET****SUBJECT:** (Optional)

OL "State of the Office"

FROM:**EXTENSION****NO.**

OL Planning Officer

DATE

4 May 1988

TO: (Officer designation, room number, and building)**DATE****OFFICER'S INITIALS****COMMENTS** (Number each comment to show from whom to whom. Draw a line across column after each comment.)**RECEIVED****FORWARDED**

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D/L

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Attached is the latest update to the OL "State of the Office." This version contains your revisions requested last Saturday, 30 April. Reduced sketches of the slides for the presentation appear in the right margin at the points where they would be used. (Since they are hard to read, I've attached bigger sketches.) I'm having paper copies made from the existing slides at P&PD now to replace the sketches.

Bob

OL STATE OF THE OFFICE - MAY 1988

I. INTRODUCTION

° THIS TIME LAST YEAR WE SAID WE WERE GOING TO DO A LOT OF THINGS:

25X1

- * CONSOLIDATION OF AGENCY HOLDINGS
- * NEW HQS BUILDING CONSTRUCTION
- * ILSP FOR SMOOTH TRANSITION INTO HQS COMPOUND - OHB BACKFILL

25X1

- * IMPLEMENTATION OF COOPERS & LYBRAND REPORT
- * REVIEW/REVAMPING OF ADP SUPPORT WITHIN OL
- * CLAS DEVELOPMENT FOR IOC IN FY 89

25X1

- * PLAN TO EXPAND HQS CAFETERIA
- * PLAN TO EXPAND EDR
- * DEVELOP AUTOMATED O&M FOR OHB
- * IMPLEMENT "COMPUTER-TO-PLATE" CONCEPT OF DIGITAL PREPRESS

25X1

- * MAINTAIN RECRUITMENT EFFORTS
- *MAKE OL'S CAREER SERVICE THE BEST

HOW DID WE DO? ...AND WHERE DO WE GO FROM HERE?
THAT'S WHAT THIS NEXT 45 MIN. IS ALL ABOUT
...OL'S STATE OF THE OFFICE ADDRESS, CITING WHAT WE'VE DONE,
OUR FINEST HOURS, THE INDIVIDUAL AND COLLECTIVE EFFORTS THAT
"MADE A DIFFERENCE" FOR OL, HOW WE DID ON OUR PERSONNEL GOALS,
HOW OUR ENVIRONMENT IS CHANGING, THE GUT ISSUES FACING US TODAY,
AND HOW WE WILL MEET THE FUTURE.

IN SUMMARY, WE DID WHAT WE SAID WE WOULD DO ...AND MORE.
...AND WE ARE PLANNING, TRAINING & GEARING UP FOR THE FUTURE.

II. FY-87: A LANDMARK YEAR!

◦ THE PAST YEAR HAS BEEN THE MOST EXCITING AND CHALLENGING IN OL'S HISTORY... A TRUE LANDMARK YEAR!

◦ WE HAVE ENDURED THE HEAVIEST WORKLOAD EVER IMPOSED ON OL IN EVERY AREA: SUPPLY, FACILITIES MGMT., REAL ESTATE, PROCUREMENT, AND PRINTING AND PHOTOGRAPHY

◦ WE'VE PROVIDED MORE LOGISTICAL SUPPORT TO CUSTOMERS THAN EVER BEFORE IN THE HISTORY OF THE AGENCY...AND LITERALLY SMASHED MANY
25X1 RECORDS WHILE PROVIDING SUPPORT [REDACTED]

...ALL DONE IN THE SAME TIMEFRAME THAT SAW US MANAGE
25X1 INSTRUCTION OF THE NHB, [REDACTED]

25X1 [REDACTED] AND PROVIDE A FLYING SQUAD THAT HAS SERVICED EVERY CORNER OF THE GLOBE!

◦ WE'VE BEEN VITAL TO THE SUCCESS OF THE AGENCY'S MISSION: MANY SENSITIVE MISSIONS AROUND THE WORLD ARE FAR MORE LOGISTICAL THAN OPERATIONAL IN NATURE...OL TAKING THE LEAD!

25X1 [REDACTED]

◦ WHERE HAVE WE BEEN? - WHAT HAVE WE DONE?...SOME NOTABLE EFFORTS ONLY SINCE TIME DOES NOT PERMIT ELABORATION.

25X1 [REDACTED]

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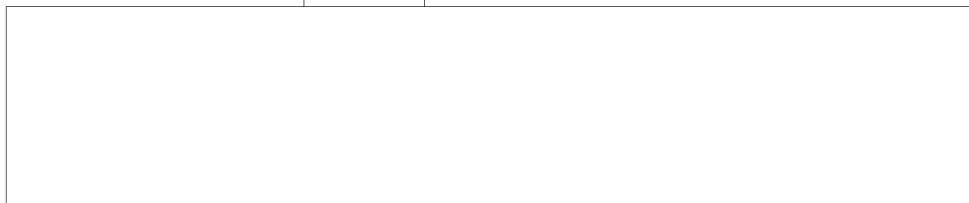
25X1

FACILITIES MGMT.:

- ° PROVIDED A SAFE, CLEAN WORKING ENVIRONMENT FOR AGENCY EMPLOYEES IN THE HQS COMPOUND
- ° HANDLED OVER 19,400 TROUBLE CALLS IN FY 87 (15% INCREASE)
- ° THE INTEGRATED LOGISTICS SUPPORT PLAN (ILSP) PLANNED IMPROVEMENTS NEEDED FOR THE ORIGINAL HQS BUILDING AND FOCUSED ON PARKING, CAFETERIA EXPANSION, ENERGY RECOVERY AND MOVES ONTO THE HEADQUARTERS COMPOUND
- ° INITIATED AND COMPLETED OVER 2,800 RENOVATION ACTIONS IN FY 87.
- ° RELOCATIONS:

DURING FY 87, A TOTAL OF [] WORKSTATIONS WERE RELOCATED.

IN FIRST HALF OF FY 88, [] WORKSTATIONS WERE INSTALLED.



25X1

25X1

° MAIL & COURIER:

CIA MAIL WAS UP 56% IN FY-87 OVER FY-86.
U.S. MAIL WAS UP 16% IN FY-87 OVER FY-86.

MILEAGE TRAVELLED AND EXTERNAL AND INTERNAL MAIL RUNS ARE ALL WAY UP IN NUMBERS IN FY-88 --- U.S. MAIL IN AND OUT WAS UP BY 112% AND 238% RESPECTIVELY OVER 1ST QTR FY-87.

25X1

° MOTOR POOL:

TRIPS PROVIDED BY THE MOTOR POOL AND PASSENGERS CARRIED INCREASED GREATLY OVER PREVIOUS QTRS.

FIRST QTR. FY 88 PROVIDED 12,820 TRIPS (30% INCREASE)

AND 103,019 PASSENGERS TRANSPORTED (15% INCREASE)

IN FIRST QTR. FY 87, THE MOTOR POOL BRANCH INITIATED NEW SERVICE

25X1

SECRET			
FACILITIES MANAGEMENT DIVISION			
	FY86	FY87	% INCREASE
CLASSIFIED WASTE DISPOSED OF (TONS)			28%
COURIER SERVICE			
US MAIL (PIECES)			16%
CIA MAIL (PIECES)			56%
TROUBLE CALLS	16,835	19,403	15%
FURNITURE ACQUISITIONS	1,137	4,069	110%
SECRET			

° FMD DID AN OUTSTANDING JOB OF PROVIDING CEREMONIAL SUPPORT THIS YEAR:

25TH ANNIVERSARY OF DDS&T
DCI SWEARING-IN CEREMONY
MEMORIAL CEREMONY FOR CIA EMPLOYEES
CASEY MEMORIAL CEREMONY
CIA 40TH ANNIVERSARY CEREMONY
BUCKLEY MEMORIAL SERVICE
FAMILY DAY

SPONSORED 17 EXHIBITS DURING FY 87 & FIRST HALF FY 88:

25X1

EMPLOYEE CRAFT SHOW (2)
EMPLOYEE ART EXHIBIT (2)
EGG DECORATION TRADITIONS
DESIGN CONTEST ENTRIES FOR THE FITNESS JOGGING TUNNEL
DDS&T SILVER ANNIVERSARY
PEWTER EXHIBIT
BICENTENNIAL EXHIBIT
EMPLOYEE PHOTOGRAPHY SHOW (2)
FLAG OF THE U.S.
40 YEARS OF CIA
COMSEC
BLACKS IN THE MILITARY
WOMEN LOOK AT WOMEN - PHOTOGRAPHY.

° BEYOND NORMAL DUTIES, FMD COORDINATED THE VERY WORTHWHILE CHARITABLE EFFORT KNOWN AS OPERATION SANTA CLAUS --- 20% MORE IN CONTRIBUTIONS THAN LAST YEAR: SOMETHING YOU ALL CAN BE PROUD OF.

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PRINTING AND PHOTOGRAPHY:

- THE BEST PRINTING AND PHOTO OPERATION IN THE FED. GOV'T. ALWAYS WORKING ON SHORT NOTICE WITH TIGHT DEADLINES

25X1

- P&PD UPGRADED THE PRINTING OF THE FBIS DAILY REPORTS IN FY-87. ALL EIGHT ARE NOW TYPESET, RESULTING IN FAR HIGHER QUALITY PUBLICATIONS.

25X1

- P&PD RESPONDED TO THE VERY SHORT DEADLINES FOR PRINTING OF THE FEDERAL EMPLOYEES RETIREMENT SYSTEM (FERS) BOOKS, INFO ON THE THRIFT PLAN, THE TASK FORCE'S REPORTS, AND INDIVIDUAL AGENCY EMPLOYEE BENEFIT STATEMENTS.

PROCUREMENT:

- IMPLEMENTED 34 RECOMMENDATIONS OF COOPERS AND LYBRAND - ENHANCED PROCUREMENT DELEGATIONS TO TEAMS - ESTABLISHED TEAMS IN OIT AND OS - COMPLETED REVIEW PROCEDURES OF DECENTRALIZED TEAMS (DI, ORD, FBI) BY PMS
- RECORD LEVELS OF ACHIEVEMENT:
PROCUREMENT ACTIONS FOR TOTALLED
DOLLAR VALUES WERE UP BY IN FY-87
- GOALS WERE ESTABLISHED FOR EACH DIRECTORATE FOR INCREASED COMPETITION AND PROGRESS WAS MADE IN SOME OFFICES. STRONGER EFFORTS ARE NEEDED BY AGENCY COMPONENTS TO MEET GOALS AS REQUESTED BY THE EXECUTIVE DIRECTOR.
- THE INITIAL THREE COMPUTERS FUNCTIONING AS THE PROTOTYPE FOR THE CTLAN HAVE BEEN PROCURED, TESTED, AND INSTALLED IN PMS. SOFTWARE TESTING OF AUTOMATION OF THE CONTRACT NEGOTIATION AND CONTRACT DATA COLLECTION PROCESS IS UNDERWAY.
- THE NEW FEDERAL AUTOMATED REQUISITIONING SYSTEM (FARS) IS BEING INSTALLED ON THE AGENCY'S MAINFRAME COMPUTER.
- AGENCY CONTRACTS REVIEW BOARD (ACRB) (stats are in a slide)
219 CASES REVIEWED.. VALUE IN FY 87 ALONE

NEW HQS. BUILDING:

- NORTH TOWER OFFICE AREAS OF NHB HAVE BEEN ACCEPTED BY THE AGENCY
- SOUTH TOWER OF NHB BEING COMPLETED DURING 2ND QTR.
- NEW PAVING ON ROUTES 123 & 193 COMPLETED, TRAFFIC LIGHTS INSTALLED
- VISITOR CONTROL CENTERS WERE COMPLETED
- DRYWALL AND MASONRY WORK NEARLY COMPLETE
- ALL MAJOR ELECTRICAL WORK COMPLETED
- A FULLY FUNCTIONAL HVAC SYSTEM IN NORTH TOWER READY.
- FIRE ALARM SYSTEM COMPLETED IN NORTH TOWER AND CORE AREAS

25X1



- ALL RAISED FLOOR PANEL INSTALLATIONS ARE COMPLETE.
- SITE WORK COMPLETE EXCEPT SOME ROAD AREAS & SOME LANDSCAPING
- WORK ON ROUTE 123 NEARLY FINISHED.
- OVER HALF OF THE NORTH TOWER HAS BEEN CARPETED
(ABOUT 125,000 SQ. FT. SO FAR)

STAFFS:

- ° IMSS HAS WORKED ON A WIDE VARIETY OF PROJECTS, INCLUDING CLAIMS REVIEW, PLANNING, RECORDS MGMT. & ADP PROJECTS.
- ° FIELD COMPUTER SYSTEM (FCS): OL COMPLETED WORK ON AN FCS FOR USE BY DOMESTIC AND FIELD OC AREA HQS PERSONNEL FOR INVENTORY CONTROL.

25X1

...THE TECHNICAL GROUP/IMSS DEVELOPED THE ACCOUNTABLE PROPERTY SYSTEM (APS) BASED ON REQUIREMENTS FROM SD. THEY DISPERSED APS SOFTWARE AND DOCUMENTATION WORLDWIDE

25X1

25X1

THE USE OF APS HAS RESULTED IN REDUCED MANUAL REPORTING OPERATIONS AND MORE EFFECTIVE PROPERTY MANAGEMENT.

- ° OL ADP TASK FORCE:
 - ESTABLISHED PROCEDURES FOR REVIEW OF ALL ADP PROCUREMENTS, INCLUDING HARDWARE AND SOFTWARE
 - ESTABLISHED BAR-CODE STANDARDS & PUBLISHED LN ON IT
 - PREPARING AN OL STRATEGIC PLAN FOR ADP FOR THE NEXT 3 YRS.
 - ANALYZING PC'S TO ESTABLISH OL STANDARD PC
 - ANALYZING VARIOUS SOFTWARE PACKAGES FOR PC'S TO DETERMINE PRACTICALITY OF OL WORD PROCESSING, SPREAD SHEET STANDARDS

- ° CLAS, FARS & EXDINR DEVELOPING TOWARD IOC
- ...CLAS REPRESENTS THE UNIFICATION OF OIT, OF, AND OL TO PROVIDE AN INTEGRATED AGENCY SYSTEM TO REPLACE EXISTING SYSTEMS AND TO PROVIDE REAL-TIME FUNDS CONTROL. CULLINET WAS CHOSEN AS THE VENDOR FOR "OFF-THE-SHELF" PACKAGES BECAUSE OF THE APPLICABLE FUNCTIONALITY OF THEIR PRODUCT AND COMPATIBILITY WITH OIT'S CORPORATE DATA BASE MANAGEMENT SYSTEM, IDMS/R, A CULLINET PRODUCT. THE BILL OF MATERIALS (SUPPLY) PACKAGES WILL BE CLAS HARDWARE OPERATIONAL IN OCTOBER 1988.

- ° INDUSTRIAL SECURITY PROGRAM: GAVE INDUSTRIAL SECURITY BRIEFINGS REGARDING THE CONTRACT PROCESS FOR KEY OFFICES INVOLVED IN PROCUREMENT. ALSO CONDUCTED THE FIRST ANNUAL INDUS. SECURITY CONFERENCE FOR ALL INDUSTRIAL SECURITY OFFICERS & DISTRIBUTED 1,000 COPIES OF NEW ADP MANUAL TO CONTRACTORS

25X1

- ° AREA SECURITY: IMPLEMENTED A SECURITY BRIEFING PROGRAM FOR
A SECURITY BRIEFING PROGRAM
FOR M&CB/FMD/OL AND IMPLEMENTED A REINVESTIGATION PROGRAM
BRIEFING FOR OL.

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25X1 ° THANKS FROM CTC: THE CHIEF OF THE COUNTERTERRORISM CENTER WROTE IN A LETTER OF APPRECIATION THAT HIS COMPONENT IS, IN MANY INSTANCES, A REACTIVE ORGANIZATION; THERE IS LITTLE TIME FOR PLANNING, SO MOST OPERATIONAL SUPPORT EFFORTS REQUIRE RESPONSES THAT CAN ONLY BE ACCOMPLISHED BY HIGHLY SKILLED AND DEDICATED INDIVIDUALS. HE SAID THAT OL HAS DEMONSTRATED THESE QUALITIES IN THEIR RESPONSE TO CTC'S NEEDS AND HAVE BEEN INSTRUMENTAL IN RESPONDING TO FAST-BREAKING EVENTS OF NATIONAL IMPORTANCE.

FLYING SQUAD:

- 25X1 ° THE SQUAD IS ALMOST TWO YEARS OLD NOW
- ° OVER 115 VOLUNTEERS
-

- ° NO OTHER COMPONENT IN AGENCY DOING SO MUCH WITH VOLUNTEERS...ANYWHERE, ANYTIME, TO DO ANYTHING...MEDALS
- ° OUTSTANDING PERFORMANCES TRULY EXEMPLARY OF OL'S CAN-DO SPIRIT
- ° INVOLVED IN CONSTRUCTION, CARGO HANDLING, PROPERTY ACCOUNTABILITY, SECURITY, AND A HOST OF OTHER DUTIES
- ° COULD NOT BE DONE WITHOUT THE SUPPORT OF PEOPLE BEHIND FILLING IN.

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V. PERSONNEL

OUR MOST IMPORTANT GOAL IN OL IS TO MAKE THE LOGISTICS CAREER SERVICE THE BEST IN THE AGENCY

THE PERSONNEL ARE OUR MOST IMPORTANT RESOURCE - NUMBER 1 !

TRAINING:

IN FY-87: 6 LOG ORIENTATION COURSES.....165 ATTENDEES
 2 OL PAR WORKSHOPS..... 57
 2 EMPLOYEE DEVELOPMENT COURSES..... 20
 1 PROOFREADING COURSE..... 20
 8 SKILLS WORKSHOPS.....367

812 REQUESTS FOR EXTERNAL TRAINING PROCESSED
 1,254 REQUESTS FOR INTERNAL TRAINING PROCESSED
 3 CAREERISTS IN FULL-TIME TRAINING (1 REQUEST FOR '89)

- CT: SINCE 1986, 32 OL EMPLOYEES SPONSORED
 IN 1987, 10 OL ATTENDED THE CTP
- SOT: 50 IN PROGRAM CURRENTLY ...4 IN INITIAL TRAINING
COURSES:
 BRIEFING TECHNIQUES
 FIELD ADMIN
 INTRO TO CIA
 INTRO TO SUPPLY
 LOGS COMPONENT SUPPORT PROGRAM
 LOGS ORIENTATION

LANGUAGE TRAINING - OPTIONAL
 WEAPONS TRAINING - OPTIONAL
 OJT - 1 WEEK AREA LOGS OFFICE; 4 WEEKS SMB & 6 WEEKS LOC

- COIP: CURRENTLY IN PROGRAM: 35
COURSES:
 INTRO TO CIA
 LOGS ORIENTATION
 CONTRACT PROCESS COURSE
 INTRO AND OVERVIEW OF PROCUREMENT IN CIA
 WANG AL-10
 MGMT. OF DEFENSE ACQUISITION CONTRACTS
 DEFENSE COST AND PRICE ANALYSIS
 DEFENSE CONTRACT NEGOTIATION WORKSHOP
 SMALL PURCHASES (IF APPLICABLE)
SECOND YEAR TRAINING:
 GOV'T CONTRACT LAW
 DEFENSE FUNDAMENTALS OF INCENTIVE CONTRACTING
 R&D CONTRACTING
 ADVANCED CONTRACT ADMIN

- P&PG: 5 COOPS - 6 MOS. OJT AND 6 MOS. SCHOOL
 28 GRAPHICS ARTS APPRENTICES
 9 IN PHOTOGRAPHY GENERALIST APPRENTICES PROGRAM (PGAP)

° REQUESTS FOR INTERNAL AND EXTERNAL TRAINING HAVE INCREASED BY 40% SO FAR THIS FY COMPARED TO THE SAME PERIOD IN FY-87.

° 16 OL CAREERISTS ATTENDED THE 4TH RUN OF THE OL MIDCAREER COURSE UNDER [] C/P&PD. [] CONDUCTED THE 5TH RUN OF THE COURSE FOR 16 CAREERISTS..(TOTAL OF 78 SO FAR)

25X1

25X1

25X1

° OUR TRAINING BUDGET INCREASE FROM ABOUT \$70,000 to \$300,000 FROM FY-84 TO FY-87

° FROM THE COMBINED EFFORTS OF ABOUT 100 EMPLOYEES, A LOGISTICS TRAINING CATALOG WAS PUBLISHED AND DISTRIBUTED TO ALL OL EMPLOYEES IN THE LATTER HALF OF 1987.

° ALSO IN FY-87, THE LOGISTICS EMPLOYEES TRAINING AND TRACKING SYSTEM (LETTS) WAS INITIATED TO TRACK INTERNAL AND EXTERNAL TRAINING

25X1

° IN JAN. '88, P&TS WITH A BIG ASSIST FROM P&PD, PREPARED AND DISTRIBUTED TO ALL LOG CAREERISTS AN INDIVIDUALIZED EMPLOYEE PERSONNEL PROFILE WHICH CONTAINS DETAILED INFO ABOUT EVAL. PANELS, THE LCB, & TRAINING, AS IT PERTAINS TO EACH INDIVIDUAL

PROMOTIONS:

FY-87 PROMOTIONS IN OL: [] in FY-86) 25X1
(A breakdown of the promotions by category shown on the slide)

AWARDS: (breakdown shown on slide)

IN FY-87, 249 AWARDS TOTALING \$143,150 WERE DISTRIBUTED.
-- A 21% INCREASE IN AWARDS OVER FY-86 AND 96% INCREASE IN \$\$\$

35 SPECIAL ACHIEVEMENT AWARDS
34 FLYING SQUAD MEDALLIONS

25X1

SECRET OFFICE OF LOGISTICS AWARDS DURING FY87

AWARD	TOTAL	AMOUNT
CIM	3	
COM	1	
ICM	2	
QSI	29	
EMA OF STR.	30	\$6,000
SUGGESTION AWARD	1	\$ 200
EA	47	\$ 86,500
SA	126	\$ 50,450
TOTAL: 249		\$ 143,150

SECRET

25X1

RECRUITMENT:

25X1 FY-87: APPLICANT FILES REVIEWED.....1,482
APPLICANTS PLACED IN PROGRESS... 258
APPLICANTS WHO EOD'd.....
TOTAL NEW OL CAREERISTS.....

TRANSFERS TO OL FROM WITHIN THE AGENCY:

TOTAL OF 77 (INCLUDING CLERICALS) IN FY 87 & FIRST HALF FY 88

ROTATIONS IN/OUT OF OL: 51 OUT AND 27 IN

DEMOGRAPHICS OF OL:

AVERAGE AGE: 38
AVERAGE MONTHS IN GRADE: 26
AVERAGE AGENCY SERVICE: 11 YEARS
AVERAGE FEDERAL SERVICE: 12 YEARS
NUMBER OF MINORITY CAREERISTS: 198

LOGISTICS CAREER BOARD AND EVALUATION PANELS:

FOR FY 88:

29 DIFFERENT PANELS

126 TOTAL PANEL MEMBERS

25X1 TOTAL OL CAREERISTS EVALUATED BY THE PANELS

ABOUT 10% OF THE OL WORKFORCE SERVES ON PANELS EACH YEAR

TIME INVOLVED:

AN AVE. PANEL MEMBER WOULD SPEND ABOUT 40 HOURS PER YEAR.

- 3 DAYS TO READ FILES
- 1 DAY MEETING
- 1/2 DAY FOR LCB PRESENTATION
- 1/2 DAY FOR SEMIANNUAL REVIEW

40 HRS. X 126 PANEL MEMBERS = 5040 EMPLOYEE HRS. PER YEAR

= 2.4 EMPLOYEE YEARS PER YEAR NOT COUNTING LCB'S TIME

° WAGE GRADE:

D/L FORMED TASK FORCE TO INVESTIGATE PERCEPTIONS ABOUT WAGE GRADE AND PROCEDURES, AND TO RECOMMEND A COURSE OF ACTION FOR LCB REVIEW. TASK FORCE PROPOSED PANEL TO RECOMMEND ASSIGNMENTS, REVIEW PROMOTION RECOMMENDATIONS, COMPARATIVELY EVALUATE, AND RECOMMEND TRAINING. ALSO RECOMMENDED THAT COMPARATIVE EVALUATION CATEGORIES FOR WG BE REVISED, AND THAT EACH WG BE NOTIFIED OF CHANGES ADOPTED BY LCB. TASK FORCE REPORT WILL BE DISTRIBUTED TO ALL WG AND 6 BRIEFINGS WILL BE HELD IN FMD AND LOC TO EXPLAIN PANEL PROCEEDINGS.

25X1

EARLY NOTIFICATION OF PEOPLE IN THE FIELD

1. IDENTIFY ALL ML VACANT POSITIONS IN HQS AREA
2. PRIORITIZE THIS LIST INTO 1,2,3 (LCB ACTION)
3. PRESENT LIST OF ALL RETURNING EMPLOYEES TO LCB
4. LCB SELECTS NAMES CONSIDERING PREFERENCES & PERSONAL CIRCUMSTANCES. THEN MESSAGE IS SENT TO RETURNING EMPLOYEE INFORMING OF PROJECTED ASSIGNMENT.

UPGRADING OF PAR'S

- PAR WORKSHOPS GIVEN ON REGULAR BASIS IN-HOUSE

STRENGTHENING OF SUPERVISORS

- DEVELOPING IN-HOUSE TRAINING OF NEW SUPERVISORS (TO GIVE BASIC UNDERSTANDING OF LCB, PANELS, SYSTEM, ETC.)
- GREATER EMPHASIS ON PAR DOCUMENTING SUPERVISOR'S MANAGERIAL ABILITY

TRIAL PERIOD

25X1

BEING REVISED TO INCLUDE NEW ONE AND TWO YEAR PROCEDURES

WHEN NEW EOD IS ASSIGNED TO OL, A MEMO OUTLINING THE PROCESS IS GIVEN TO THE FIRST LINE SUPERVISOR

SUPERVISOR WILL COMPLETE QUESTIONNAIRE PRIOR TO WRITING THE 12 AND 21 MOS. PARS...REVIEWED BY LCB...FOR SUITABILITY...IDENTIFY PROBLEMS EARLY.

FOR FINAL 33 MO. PAR, THE CERTIFICATION SHEET WILL BE COMPLETED BY THE SUPERVISOR AND GIVEN TO LCB TO EVALUATE

LCB RECOMMENDATION WILL BE FORWARDED THRU DDA TO D/OP FOR PROCESSING

IF FAVORABLE OUTCOME: CONGRATULATORY MEMO IS SENT TO EMPLOYEE. IF OTHER THAN FAVORABLE, THE LCB RECOMMENDATION WILL BE DISCUSSED WITH EMPLOYEE PRIOR TO NOTIFYING D/OP.

ADMINISTRATIVE—INTERNAL USE ONLY

BASIC TENETS OF THE OFFICE OF LOGISTICS PERSONNEL POLICY

- The primary goal of the Office of Logistics (OL) is to make its career service the best in the Agency—consequently, employees come *first*.
- In order to achieve the most effective career service, OL employees are encouraged to involve themselves, to the maximum extent possible, in the overall goals of the career service.
- A maximum effort is made to create career opportunities for all OL employees.
- OL employees are their own career managers and they must actively participate in their career development.
- OL employees' assignment preferences weigh *heavily* in the assignment process.
- The Logistics Career Board (LCB) actively seeks opportunities for officers, GS-13 and above, to serve in rotational assignments outside of their functional disciplines (provided, of course, that the employee is amenable to the assignment).
- We will exploit *every* opportunity to place qualified employees in rotational assignments outside of the Logistics Career Service.
- With very few exceptions, *all* OL professional and technical positions are "rotatable," i.e., can be filled by any OL career subgroup employee.
- We encourage officers from other career services to be assigned to OL on a rotational basis.
- The Office satisfies external component requirements *before* internal requirements.
- OL overseas PCS positions may be filled by anyone from any OL career discipline.
- There is no such thing as an "automatic promotion" in OL.
- All officers promoted to GS-14/15 should be capable of filling most managerial positions within the Office.
- All officers promoted to the SIS ranks should be capable of serving in most managerial positions within the DA.
- No limit is to be imposed on training opportunities for OL personnel.
- A personal emergency represents the only valid reason to forego training.
- All panel deliberations, LCB meetings, and career counseling sessions are held in strictest confidence.
- A truly open-door policy is encouraged at all levels within OL; free, open communications are essential for effective personnel management.

— DIRECTOR OF LOGISTICS

ADMINISTRATIVE—INTERNAL USE ONLY

FAILINGS:

- * CONTINUED PAROCHIALISM
- * FORM 88 - ARCHAIC
- * FUNCTIONS - DUPLICATIVE - REDUNDANT
- * BUREAUCRATIC
- * STILL DOING MANY THINGS THE WAY WE DID 30 YEARS AGO
- * NEED TO STREAMLINE - WORK BY P&PG ON FLAGSHIP LEADS THE WAY
- * WE/THEY - FRONT OFFICE WANTS.....
- * EFFECTIVE SUPERVISION
- * NO FEEDBACK

COMMUNICATIONS:

° WE ARE IMPROVING COMMUNICATIONS TO OUR OWN EMPLOYEES THRU QUARTERLIES, STAFF NOTES, ITEMS OF INTEREST, WEEKLIES, LI'S, LN'S, AN OVERSEAS CONFERENCE, LOG CONFERENCE, VARIOUS SEMINARS & TRUE OPEN DOOR POLICY. AT THE QUARTERLIES THIS PAST YEAR WE'VE COVERED TOPICS BOTH INTERESTING AND USEFUL TO OL CAREERISTS COVERING:

- PROPERTY TURN-IN.....
- LOGS SUPPORT.....
- AGENCY FLAGSHIP PUBLICATIONS....
- PROCUREMENT WRAP-UP FY87.....
- MOVES: & NHB.....
- OPERATION HATCHBACK.....
- WHAT IS SUPPLY MGMT. BRANCH.....
- HQS CAFETERIA EXPANSION.....
- PLANNING FOR A MOVE TO NHB.....
- LIFE ON A DECENT. CONTRACT TEAM.
- MAIL & COURIER SERVICE.....
- PARKING.....
- TRAINING HIGHLIGHTS.....
- QUARTERLY UPDATES OF OL ACTIVITY

° PEOPLE STILL NOT AWARE OF CAREER MGMT. SYSTEM SUBGROUPS, ROTATIONS

° SECOND CLASS CITIZENS

° WE ARE STRIVING TO IMPROVE COMMUNICATIONS WITH OUR CUSTOMERS BY INSTITUTING VISITATION PROGRAMS, TOURS, AND CUSTOMER RESPONSE & FEEDBACK MECHANISMS SUCH AS NOTIFICATION THAT THEIR REQUESTS HAVE BEEN RECEIVED, WHO IS HANDLING THEM, AND WHEN THEY CAN EXPECT TO RECEIVE THEIR PRODUCTS OR SERVICES.

° PAROCHIALISM IS BEING ATTACKED BY FUNCTIONAL CONCENTRATION OF RESPONSIBILITIES THROUGH THE REORGANIZATION. ALSO, THRU STRATEGIES TO BRING ABOUT MUCH GREATER AWARENESS OF OL EMPLOYEES THRU ROTATION, CROSS-TRAINING, AND EXPOSURE TO THE DEVELOPMENT OF ALL OL EMPLOYEES STEMMING FROM THE NEW PANEL SYSTEM/CAREER SERVICE.

VI. HOW IS OUR ENVIRONMENT CHANGING?

RESOURCES: We have entered a period when additional resources will be difficult to obtain, but OL is starting from a position of strength in terms of dollars and people.

25X1 83% of OL BUDGET ASSOCIATED WITH PERSONAL SERVICES AND SPACE

- ° 61% of OL BUDGET IS SPACE ALONE ...INCLUDES:

25X1 * [REDACTED] PAID TO GSA [REDACTED]
 25X1 * LEASE COSTS FOR [REDACTED] DIRECTLY LEASED BLDGS.
 25X1 * UTILITIES RUN OVER [REDACTED] PER YEAR
 25X1 * BACKFILL PROGRAM WILL RUN OVER [REDACTED]
 * PARKING REFERS TO WEST LOT EXPANSION

- ° 22% of OL BUDGET IS PERSONAL SERVICES ...INCLUDES:
 * OVERTIME, BASE SALARIES, BENEFITS, ALLOWANCES, ETC.

CARGO INCLUDES COSTS OF OPERATING [REDACTED] 25X1

[REDACTED] 25X1

- ° FAIRLY CONSTANT LINE ACROSS FY 88, 89, 90
- ° DIP IN NON-PERSONAL SERVICES BETWEEN FY 88 AND FY 89 REFLECTS REDUCTION IN COSTS FOR SUPPORTING THE NHB. IN FY 88 AND 89 COSTS REQUIRED FOR OIT AND OS ACTIVITIES IN THE NHB ARE INCLUDED IN OUR BUDGET. IN FY 90 THESE COSTS HAVE BEEN TRANSFERRED TO THE PARENT OFFICES.
- ° DECLINE IN PERSONAL SERVICES COSTS AND POSITIONS IN FY 90 IS ATTRIBUTABLE TO THE TRANSFER OF OIT AND OS POSITIONS WHICH HAD BEEN USED TO SUPPORT THE NHB CONSTRUCTION TO THE PARENT OFFICES.
- ° OL BASE PROVIDES RESOURCES TO PERFORM OL DAILY FUNCTIONS
- ° GSA BASE PROVIDES RESOURCES TO PAY RENTAL charges for gsa administered bldgs. including hqs

[REDACTED] 25X1

- ° P&PG PLANT EXPANSION PROVIDES RESOURCES FOR THE ACQUISITION OF EQUIPMENT FOR THE NEW P&PG FACILITY AT RESTON
- ° INDUSTRIAL SECURITY PROVIDES 21 POSITIONS (12 CONTRACTING OFFICERS AND 9 SECURITY OFFICERS) PLUS FUNDS FOR TRAVEL AND TRAINING

VI. HOW IS OUR ENVIRONMENT CHANGING? (cont'd)

MODUS OPERENDI: OL will continue to improve the level of customer satisfaction and persevere to make OL's the finest and strongest career service in the Agency. It's everybody's job...not just OL mgmt. Funding for training will continue to grow. We have developed a strong base and we will be able to continue providing the level of support our customers expect.

However, we are now entering a period where our workforce must show it's initiative and creativity. There are always better and more efficient ways of doing things. It is hoped and expected that everyone will communicate their ideas for improving our level of service to management.

In turn, managers must realize that the entire climate around us is changing. We must be receptive to the new ways, new ideas.

If you wear a hat, throw it away! We are one organization with a common mission. We can't afford to be parochial... especially in the environment we are entering.

- ° BETTER UTILIZATION OF RESOURCES
- ° EXPANDING COMPOUNDS
- ° REDUCED NUMBER OF EXTERNAL HOLDINGS
- ° ADP - "ON EVERY DESK"
- ° MORE ROTATIONAL ASSIGNMENTS
- ° AWARENESS OF "CUSTOMER SERVICE"
- ° YOUNGER WORK FORCE / CHANGING / AVE. TIME ON BOARD
- ° MOVING TOWARD CORPORATE MGMT. STYLE
- ° STREAMLINE OUR FUNCTIONS THROUGH THE REORGANIZATION
- ° "IF IT DOESN'T WORK, DON'T DO IT"
- ° SEARCHING FOR WAYS TO OPERATE MORE EFFICIENTLY
- ° STAMPING OUT BUREAUCRACY
- 25X1 ° NO DICHOTOMY BETWEEN [] REST OF OL
- 25X1 ° BETTER USE OF [] OL EMPLOYEES ASSIGNED OUTSIDE
(EYES & EARS OF OL ...NOT JUST SUPPLY)
- ° BETTER COORDINATION
- 25X1 ° []
- ° TRANSITION TO AN OPEN UNRESTRICTED PHYSICAL OFFICE ENVIRONMENT
- ° TRANSITION TO MORE DECENTRALIZED PERFORMING OFFICE
- ° ...BUT RESPONSIBLE TO ENTIRE OFFICE
- ° UNNECESSARY PAPER/APPROVALS: TRULY ASK WHY WE DO IT THAT WAY
- ° TRANSITION FROM A REACTIVE TO A PRO-ACTIVE ORGANIZATION

VII. THE GUT ISSUES FACING US TODAY

- IDENTIFYING AND FILLING THE AGENCY "SERVICE VOIDS" WORLDWIDE THRU: INCREASED FLYING SQUAD SUPPORT & UTILIZING OL RETURNEES

25X1

- FINDING THE BEST MATCH OF OL RETURNEE NEEDS AND OL ORGANIZATIONAL NEEDS IN DEVELOPING REASSIGNMENTS
...ASSIGNMENT PREFERENCES ARE CONSIDERED.

- PREPARING TO FACE BUDGET RESTRAINTS ...CONCERN FOR PROTECTING/RETAINING OUR PEOPLE.

- ILSP, SPACE, PARKING, BACKFILL

- CAFETERIA EXPANSION: PHASE I WILL INCREASE SEATING BY 200 ...WITH 4 ADDITIONAL PHASES...WILL EVENTUALLY GO FROM 1300 TO 2600 SEATING...ESTIMATED COST: \$250,000-\$500,000

- REORGANIZATION: WHY? ...STREAMLINE ...FUNCTIONALLY ORGANIZE
...BETTER ACCOUNTABILITY ...WILL RECD AND FMD COLOCATE?

25X1

*14 SEPARATE BRIEFINGS TO OL DIVS. AND STAFFS

FIRST QTR: OFFICE OF THE D/L WAS REORGANIZED WITH CREATION OF NEW EO AND PE. OL STAFFS REPORT TO EO OR PE AND LINE MGMT. REPORTS TO D/L AND DD/L. SPB TRANSFERRED TO SD FROM PD.

SECOND QTR: CSG AND P&PG ESTABLISHED. CSG ABSORBED

CSG NOW HAS 2 25X1

DIVISIONS: PROCUREMENT DIV. AND [REDACTED] 25X1
IS ALSO [REDACTED] SUPPORT STAFF. P&PG NOW HAS 3 DIVISION 25X1
HQ'S DIV., SUPPORT DIV. [REDACTED] 25X1

REORGANIZATION OF THE PROCUREMENT FUNCTION IS COMPLETE. PD IS NOW ACG. ACG CONSISTS OF THE CORE TEAM AND GEN. PROCUREMENT TEAM AND DECENTRALIZED CONTRACTTEAMS IN FMD, DI, [REDACTED] 25X1
[REDACTED] OIT, OS, [REDACTED] THE S&T GROUP AND THE NATIONAL 25X1
CONTRACTS GROUP/OD&E WERE FORMED

DURING THE THIRD QTR. SD WILL BE REORGANIZED INTO THE SG WITH 2 DIVISIONS: REQUIREMENTS DIV. AND SUPPORT DIV. [REDACTED] 25X1

25X1

FINAL APPOINTMENT OF GROUP CHIEFS WILL BE MADE IN THE THIRD OR FOURTH QUARTER FY 88. LCB WILL THEN BE RECONSTITUTED WITH EACH GROUP CHIEF SERVING AS A VOTING MEMBER.

REPERCUSSIONS REALLY WON'T BE FELT UNTIL 1989 & THEREAFTER.

25X1

- WE WILL CONTINUE OUR COMMITMENT TO CLAS. OUR INITIAL 25X1
OPERATING CAPABILITY IS SCHEDULED FOR OCT. 1988.

- WE WILL HAVE OFFICE-WIDE COORDINATION OF ALL DATA PROCESSING INITIATIVES AND EXPLOIT BAR-CODING TECHNIQUES

- HOW TO PREVENT OVERLOADING/BURNOUT OF INDIVIDUALS OR COMPONENTS WHILE PURSUING "MORE WITH LESS"...WISE DISTRIBUTION OF PERSONNEL/RESOURCES

- A MAJOR "GUT ISSUE" FACING US TODAY IS HOW TO PROVIDE QUALITY SERVICE. OL IS FOCUSING ON ELIMINATING OVERLY BUREAUCRATIC PROCESSES AND STREAMLINING FUNCTIONS.

SECRET

VIII. OUR CUSTOMER SERVICE GOALS

- OL IS A SERVICE ORGANIZATION: CUSTOMER SERVICE!!! WITHOUT THE CUSTOMER, THERE IS NO NEED FOR US. ARE WE SERVICING OUR CUSTOMERS IN THE BEST MANNER?
- WE ARE NOT THE COPS... THAT'S THE JOB OF THE IG/AUDIT STAFF
- WE MUST IDENTIFY OUR STRENGTHS AND REINFORCE THEM.
WE MUST SEE OUR WEAKNESSES AND WORK ON THEM WITH STRATEGIES TO IMPROVE SERVICE TO OL CUSTOMERS BY:
 - * IMPROVING COMMUNICATIONS/ENHANCING CUSTOMER RELATIONS
 - * REDUCING UNNECESSARY BUREAUCRACY.
 - * IMPROVING QUALITY CONTROL
 - * SETTING & ADHERING TO SERVICE STANDARDS
 - * DEFINING ROLES & RESPONSIBILITIES
 - * RAISING RESPONSIVENESS
- WE NEED TO LOOK FOR WAYS TO DO MORE:
 - * EFFECTIVE COMMUNICATION W/ CUSTOMER IS ESSENTIAL
 - * NO SUBSTITUTE FOR EYE-TO-EYE CONTACT W/ CUSTOMER
 - * NEED TO IMPROVE HOW OL PEOPLE RELATE TO CUSTOMERS
 - * "LITTLE THINGS" ARE IMPORTANT IN CUSTOMER RELATIONS
 - TELEPHONE MANNERS
 - ATTITUDE TOWARD CUSTOMERS
 - CONVINCE THE CUSTOMER YOU ARE CONCERNED & WILL RESPOND
 - VISIT CUSTOMERS ...GET TO KNOW THEM
 - MEASURE OUR RESPONSE TO CUSTOMERS
 - MEASURE QUALITY OF PRODUCT
 - IDENTIFY BOTTLENECKS & REALLOCATE RESOURCES
 - CUSTOMER EDUCATION THRU TOURS AND PRESENTATIONS
 - MECHANISMS FOR CUSTOMER CONCERNS ...HOTLINE
 - MGMT. INVOLVEMENT ...DELEGATE & FOLLOW UP
 - BE ACCOUNTABLE FOR WHAT WE DO
 - EMPHASIZE WHAT WE CAN DO FOR THE CUSTOMER
 - * WE MUST BE IN ANTICIPATORY MODE RATHER THAN REACTIVE
 - * WE DEAL W/ PERCEPTIONS...SEE IT FROM CUSTOMER VIEWPOINT
 - * USE THE EYES & EARS OF OL EMPLOYEES
 - * NEED "LOGISTICS SERVICE CENTER" AT HQS

SECRET

FMD:

* SERVICES GROUP ESTABLISHED A CUSTOMER REP IN EACH BRANCH TO IMPROVE QUALITY CONTROL, PROVIDE BETTER SERVICE, EDUCATE & ESTABLISH RAPPORT WITH CUSTOMERS AND SOLICIT SUGGESTIONS AND COMMENTS.

* BSB UPGRADING ALL SUPPLY ROOMS AND IMPROVING CUSTOMER RELATIONS & BEGINNING TO RECEIVE POSITIVE CUSTOMER FEEDBACK

25X1 [REDACTED]

* M&CB MEETING WITH CUSTOMERS AND DISCUSSING PROCEDURES IN MAILING, WAYS OF IMPROVING SERVICE, & HOW CUSTOMERS CAN FACILITATE THE PROCESS

25X1 * BSB AND THE REST OF SERVICES GROUP SUBMITTING PROPOSALS FOR SPACE, DOCKS, SYSTEMS, ETC. NEEDED [REDACTED] TO HELP CUSTOMERS

* M&CB MET WITH INFORMATION SERVICES BRANCH, IRMD/OIT TO DISCUSS THE CONCEPT OF OPERATION OF INFORMATION SERVICES CENTERS. THIS IS A STEP TOWARD COORDINATING OPERATIONAL EFFORTS OF BOTH OIT AND OL RELATIVE TO MAIL SERVICE

* THE CAPABILITY OF THE MOTOR POOL TO TRANSPORT HANDICAPPED HAS BEEN UPGRADED BY THE IDENTIFICATION OF A LOCAL CONTRACTOR WHO CAN SUPPLY VEHICLES APPROPRIATE TO THE PARTICULAR HANDICAP PROBLEM.

* WILL RELOCATE THE OGDEN ALLIED TROUBLE DESK TO THE FIRST FLOOR ATRIUM OF NHB AND ESTABLISH A LOGISTICS SERVICE CENTER

* WILL IMPROVE FEEDBACK SYSTEM FOR RENOVATIONS/WORK REQUESTS ...IMPLEMENT A SYSTEM TO LET CUSTOMERS KNOW STATUS OF THEIR REQUESTS AND FOLLOW UP TO ENSURE THE WORK HAS BEEN DONE RIGHT.

* WILL DISPLAY SIGNS FOR THE MOTOR POOL BUSES AND VANS TO ENCOURAGE CUSTOMERS TO CALL US WITH COMMENTS.

* WILL ADVISE BSB CUSTOMERS WHEN DELIVERY IS ANTICIPATED FOR ITEMS OUT OF STOCK

* WILL USE HNS TO PUBLISH MORE INFO ON TOPICS OF INTEREST SUCH AS DAY CARE CTR., PARKING, CAFETERIA EXPANSION, ETC.

* WILL HOLD PROGRAMS FOR FMD EMPLOYEES ON EMPLOYEE RELATIONS

* WILL WORK ON TELEPHONE PROCEDURES/ETIQUETTE

* ONE INTERFACE W/CUSTOMER RENOVATIONS-WE FRONT FOR OIT & OS.

P&PG:

* WILL MEET W/ CUSTOMERS IN THE TRENCHES, NOT JUST HIGH PROFILE PEOPLE

* WILL DEVELOP SELF MAILER TO SOLICIT INFO ON PROBLEM AREAS & MONITOR RESULTS

* WILL MEASURE RESPONSE TIMES & QUALITY OF PRODUCTS

* WILL EXPLORE NEW TECHNOLOGIES TO IMPROVE PROCESSES

* WILL IDENTIFY BOTTLENECKS IN PRODUCTION AND REALLOCATE PERSONNEL TO MEET PEAK DEMANDS

* WILL CONDUCT CROSS-TRAINING, EQUIPMENT TRAINING, ETC.

* LOOKING INTO ALTERNATIVES SUCH AS COMBINING PLANNING FUNCTIONS, QUALITY ASSURANCE PROGRAM, CUSTOMER EDUC.& HOT LINE

SD:

25X1

* SWITCH OUR MODUS OPERENDI FROM REACTIVE TO PRO-ACTIVE
...MEETING CUSTOMERS ON A REGULAR BASIS TO IMPROVE COMMUNICATIONS AND GET A HEAD START ON ADVANCE PLANNING TO PLAN FOR CUSTOMER REQUIREMENTS.

* WHOLE AREA OF RECEIVING, MOVING HAS TO BE LOOKED AT

PROCUREMENT ELEMENTS:

* THE NEW FED. AUTOMATED REQ. SYSTEM (FARS) IS BEING INSTALLED ON THE AGENCY'S MAINFRAME COMPUTER, & SOFTWARE IS BEING DEVELOPED TO AUTOMATE THE CONTRACT NEGOTIATION & CONTRACT DATA COLLECTION PROCESSES. END RESULT WILL BE FASTER & BETTER SERVICE TO OUR CUSTOMERS

IMSS:

* DESIGNED A FORM TO NOTIFY CLAIMANTS OF KEY INFO.

* WORKING W/ FINANCE TO CAUTION EMPLOYEES ABOUT REIMBURSEMENT LIMITS FOR LOST/STOLEN CASH

* WORKING W/ P&TS TO INITIATE FORMAL ADP TRAINING CURRICULUM TO ADDRESS CUSTOMER REQUIREMENTS

* DELIVERING FCS TO & EDUCATING PERSONNEL WORLDWIDE

* DEVELOPING ADP STRATEGIC PLAN FOR CUSTOMER REQUIREMENTS

SECRET

IX. THE FUTURE ... WHERE WE ARE GOING

25X1

- OL REORGANIZATION:
 - *NEW SUBCAREER GROUP FOR FACILITIES MGMT. PERSONNEL
 - *WE WILL PLACE GREAT EMPHASIS ON REASSIGNMENT QUESTIONNAIRES AS THE REORGANIZATION IMPACTS UPON SLOTS AND ASSIGNMENTS.
 - *SD WILL REORGANIZE IN 3RD QTR.
 - *LCB WILL RECONSTITUTE
 - *GROUP CHIEFS WILL BE SELECTED

25X1

- WE WILL RELY MORE ON AUTOMATION AND LESS ON OBSOLETE, LABOR-INTENSIVE, PAPER-DEPENDENT PROCESSES
- WE WILL NEED FLEXIBILITY IN THE WORKFORCE ...WILLINGNESS TO CROSS-TRAIN, ROTATE, LEARN NEW SKILLS
- WE WILL PREPARE OUR OFFICERS FOR ASSIGNMENTS WITH MORE & BETTER TRAINING ...SD WILL ESTABLISH A CO-OP PROGRAM THIS YEAR.
- STRATEGIC SPACE PLAN FOR 2000

25X1

- OUR EXECUTIVE CONFERENCE IN MARCH FOCUSED ON HOW EACH COMPONENT IN OL CAN IMPROVE SERVICE. WE WILL CONTINUE TO SEEK BETTER WAYS TO CARRY OUT OUR MISSION AND PROVIDE THE VERY BEST CUSTOMER SERVICE POSSIBLE.
 - WE ARE COMMITTED TO IMPROVE CUSTOMER SERVICE FOR THE AGENCY
 - NO PAPER ...BOTTOM LINE AT END OF YEAR
- OL ANNUAL REPORT

SECRET